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THE RELATIONSHIP BETWEEN WORK MOTIVATION AND TIME MANAGEMENT AMONG STAFF NURSES IN THE INPATIENT WARDS

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ABSTRACT
Work motivation is one of the factors that can influence nurses' ability to organize and use time effectively while providing nursing care. Low work motivation may lead to suboptimal task implementation, delays in nursing actions, and reduced service quality, whereas good time management is needed so that staff nurses can complete their responsibilities effectively and efficiently. This study aimed to determine the relationship between work motivation and time management among staff nurses in the inpatient wards of RSUD dr. R. Koesma Tuban. This was a quantitative study with an analytical correlational design and a cross-sectional approach. The population was 113 staff nurses in the inpatient wards, and a sample of 88 respondents was selected using probability (cluster) sampling with proportional allocation per ward. Data were collected using work motivation and time management questionnaires developed by the researcher and analyzed with the Spearman Rank correlation test ($\alpha = 0.05$). Almost all nurses had high work motivation (71 respondents; 80.7%) and most had good time management (63 respondents; 71.6%). The Spearman Rank test yielded $p = 0.000$ (<0.05) and $r = 0.777$, indicating a strong positive relationship between work motivation and time management. The higher the nurses' work motivation, the better their ability to manage time while carrying out their duties and responsibilities. Work motivation is significantly related to time management among staff nurses in the inpatient wards of RSUD dr. R. Koesma Tuban. Hospital management is advised to maintain nurses' motivation through recognition, career development, training, and effective supervision, and to provide periodic time-management training.

Keywords: inpatient ward; staff nurse; time management; work motivation

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INTRODUCTION

Staff nurses interact with patients around the clock, working in three shifts: morning (07.00–14.00 WIB), afternoon (14.00–21.00 WIB), and night (21.00–07.00 WIB). They are required to complete many tasks at the same time, such as delivering nursing care, therapeutic communication, documentation, and coordination with other health workers, while the number of inpatients and the workload keep increasing and human resources remain limited. Under these conditions, difficulties in time management can delay services such as medication administration and nursing actions and lower the quality of care. Data from the Indonesian National Nurses Association indicate that about 40% of nurses in Indonesia report difficulty with time management, especially in inpatient wards (PPNI, 2022).

A preliminary survey at RSUD dr. R. Koesma Tuban on June 22, 2025 showed suboptimal results: among the 11 inpatient wards, several had very poor time management. Work motivation is an important factor in this problem. High motivation encourages commitment, focus, and productivity (Pratama & Wulandari, 2021), whereas low motivation leads to neglected priorities, postponed

tasks, and inefficiency (Dewi & Rahmawati, 2021). When motivation is low, time management becomes harder, which may reduce service quality and patient satisfaction and even raise the risk of patient safety incidents (Munandar et al., 2020). Time management itself has been linked to nurse performance (Dewi & Maigeni, 2022; Fikriansyah et al., 2025) and to the quality of nursing care documentation (Arianti & Kumara, 2021; Efendi, 2023). This study is grounded in Orem's self-care theory, particularly the concept of self-care agency, which emphasizes an individual's ability to manage himself or herself effectively (Irdawati, 2021). Nurses who are highly motivated are expected to regulate themselves better, including in how they use their working time. Previous studies have examined work motivation in relation to nurse performance (Rosyita et al., 2021) and the relationship between work motivation and time management in another hospital (Meliyah et al., 2025), but evidence from the inpatient wards of RSUD dr. R. Koesma Tuban is still needed. This study therefore aimed to analyze the relationship between work motivation and time management among staff nurses in these wards.

METHOD

This study used a quantitative, non-experimental approach with an analytical correlational design and a cross-sectional time approach, in which the independent and dependent variables were measured once, at the same point in time (Nursalam, 2020). The study was conducted in the inpatient wards of RSUD dr. R. Koesma Tuban, Tuban, East Java, in May 2026. The population consisted of 113 staff nurses working in 11 inpatient units, including the ICU, ICCU, and HCU. The sample size was calculated with the Slovin formula ($d = 0.05$), $n = 113 / (1 + 113 \times 0.05^2) = 88$, giving 88 respondents. Probability sampling with a cluster approach was used, and the sample was allocated proportionally to the number of staff nurses in each ward (from 3 respondents in the smallest wards to 19 in the largest). The inclusion criteria were staff nurses in the inpatient wards with a Diploma III or bachelor's (S1) nursing education who were willing to take part. The exclusion criteria were being absent during data collection, unwillingness to participate, and serving as head of a ward.

The independent variable was work motivation and the dependent variable was time management. The work motivation questionnaire consisted of 25 items scored on a 4-point Likert scale (1 = strongly disagree to 4 = strongly agree) and covered four domains: physiological, safety, social, and self-actualization needs. Total scores (25–100) were categorized as high (75–100), moderate (50–74), and low (25–49). The time management questionnaire, based on Orem's theory, consisted of 15 items with the same scoring and covered goal setting, prioritization, scheduling, and delegation of tasks. Total scores (15–60) were categorized as good (45–60), fair (30–44), and poor (15–29). Both questionnaires were compiled by the researcher and adjusted to the objectives of the study (Nursalam, 2020). The validity and reliability of the questionnaires were not tested before data collection, which is acknowledged as a limitation of this study. Data were collected after permission was obtained from the institution and the hospital director. Eligible nurses received an explanation of the study and gave informed consent, after which the questionnaires were completed through Google Form and checked for completeness. Data were processed through editing, coding, scoring, and tabulating, and analyzed with SPSS version 27. Univariate analysis described the distribution of each variable, and bivariate analysis used the Spearman Rank correlation test because the data were ordinal, with a significance level of $\alpha = 0.05$; a p-value below 0.05 indicated a significant relationship. The study applied the principles of informed consent, anonymity (respondents were identified by code only), and confidentiality.

RESULT

Respondent characteristics

Respondents were 88 staff nurses in the inpatient wards of RSUD dr. R. Koesma Tuban. Their characteristics by gender, age, and education are presented in Table 1.

Table 1.
Frequency Distribution of Respondents by Gender, Age, and Education (n = 88)

Characteristics	f	%
Gender		
Male	27	30.7
Female	61	69.3
Age (years)		
24–33	53	60.3
34–45	31	35.2
46–50	4	4.5
Education		
Diploma III (D3)	26	29.5
Bachelor + Ners (S1 Ners)	62	70.5

Table 1 shows that the majority of respondents were female (61 respondents; 69.3%). The largest age group was 24–33 years, with 53 respondents (60.3%). Most respondents had completed a bachelor's degree plus the Ners professional program (62 respondents; 70.5%).

Work motivation

Table 2.
Frequency Distribution of Work Motivation among Staff Nurses (n=88)

Category	f	%
High	71	80.7
Moderate	17	19.3
Low	0	0

Table 2 shows that almost all respondents (71 respondents; 80.7%) had high work motivation, while the remaining 17 respondents (19.3%) had moderate work motivation. No respondent had low work motivation.

Time management

Table 3.
Frequency Distribution of Time Management among Staff Nurses (n=88)

Category	f	%
Good	63	71.6
Fair	25	28.4
Poor	0	0

Table 3 shows that most respondents (63 respondents; 71.6%) had good time management and 25 respondents (28.4%) had fair time management. No respondent had poor time management.

Relationship between work motivation and time management

Table 4.
Cross-Tabulation and Spearman Rank Test of Work Motivation and Time Management among Staff Nurses (n=88)

Work motivation	Good	Fair	Total
High	63 (88.7%)	8 (11.3%)	71 (100%)
Moderate	0 (0%)	17 (100%)	17 (100%)
Spearman Rank: $p = 0.000$; $r = 0.777$			

Table 4 shows that all 63 nurses with good time management had high work motivation. Of the 71 nurses with high work motivation, 63 (88.7%) had good and 8 (11.3%) had fair time management, whereas all 17 nurses with moderate work motivation (100%) had fair time management. The Spearman Rank test produced $p = 0.000$ ($p < 0.05$) and a correlation coefficient of $r = 0.777$. Hypothesis H_1 was therefore accepted: there is a significant relationship between work motivation and time management among staff nurses in the inpatient wards of RSUD dr. R. Koesma Tuban, and the relationship is strong and positive.

DISCUSSION

Work motivation of staff nurses

Almost all nurses (80.7%) had high work motivation and none had low motivation. Nurses' work motivation is shaped by many factors (Faidiban et al., 2024; Syafar et al., 2021), including intrinsic factors such as responsibility, achievement, self-development, and job satisfaction, and extrinsic factors such as the work environment, supervision, recognition, compensation, and harmonious relationships with colleagues and superiors. Most respondents were of productive age (24–33 years) and held a Ners bachelor's degree. At this age people generally have emotional maturity, critical thinking, growing work experience, and a stronger sense of responsibility, and they are at a stage of career achievement, which supports strong work enthusiasm. Higher education provides knowledge, clinical skills, and professional responsibility, and it increases the desire to develop oneself and to give quality care.

Work motivation is an internal and external drive that generates enthusiasm to reach established goals, and the higher it is, the greater the effort toward optimal results (Uno, 2020). This is in line with Rosyita et al. (2021), who reported that work motivation has a positive effect on nurse performance in inpatient wards. From the perspective of Orem's theory, work motivation relates to self-care agency: motivated nurses are better able to balance professional tasks and personal needs and thus to provide optimal nursing services (Irdawati, 2021).

Time management of staff nurses

Most nurses (71.6%) had good time management, 28.4% had fair time management, and none had poor time management. Productive age brings more work experience, which helps nurses set priorities, decide quickly, and complete nursing tasks effectively, while education builds systematic thinking, prioritization, accurate documentation, and work according to professional standards. Good time management reflects the ability to prioritize, plan activities, use time effectively, and complete responsibilities on schedule, which is essential because nursing care runs 24 hours a day.

These results are supported by Efendi (2023), who found a significant relationship between staff nurses' time management and the documentation of nursing care ($p = 0.000$). In the authors' view, most nurses at RSUD dr. R. Koesma Tuban manage their time well because they are accustomed to organizing activities during working hours, prioritizing patient care, and working according to the task assignment at each shift change. From Orem's perspective, time management is part of meeting self-care needs: nurses who use time effectively find it easier to balance work, rest, and personal needs while maintaining the quality of care (Irdawati, 2021).

Relationship between work motivation and time management

The Spearman Rank test showed a strong, positive, and significant relationship ($r = 0.777$; $p = 0.000$). The higher the nurses' work motivation, the better their ability to organize and use time while carrying out nursing services. Nurses with high motivation tend to have a greater sense of responsibility, prioritize their work, keep to work schedules with discipline, and complete tasks on target. The productive age and relatively good education of the respondents further support this relationship, because they provide the physical and mental condition, knowledge, and critical thinking needed to set work priorities. This finding agrees with Munandar et al. (2020), who reported that time management and work motivation influence the delivery of nursing care: good motivation drives nurses to use time effectively so that tasks are completed optimally. Conversely, when motivation declines, enthusiasm for work and the ability to manage time may also decline, which can affect the quality of nursing services.

The cross-tabulation also shows that high motivation did not always coincide with good time management: 8 of the 71 highly motivated nurses were in the fair category. This suggests that motivation is important but is probably not the only determinant of how nurses use their time. Other

factors, such as workload (Bariah et al., 2024), job stress, leadership, the work environment, and the number of patients, may also play a role and need further study. These findings imply that hospital management should maintain and increase nurses' motivation through rewards, career development, training, effective supervision, and a conducive work environment, and should provide time-management training regularly so that the quality of nursing services continues to improve.

Limitations

Several limitations should be noted. First, both variables were measured with self-report questionnaires, so the results depend on the honesty of respondents. Second, the questionnaires were distributed through Google Form and some respondents had limited time, so data collection took longer than expected. Third, the cross-sectional design cannot establish causality, the study was conducted in a single hospital with 88 respondents, and no respondent fell into the lowest category of either variable, which may limit generalization of the results. Fourth, the questionnaires were compiled by the researcher and were not tested for validity and reliability before use, so measurement bias cannot be ruled out and the results should be interpreted with caution.

CONCLUSION

Based on the results of the study of 88 staff nurses in the inpatient wards of RSUD dr. R. Koesma Tuban, it can be concluded that almost all staff nurses had high work motivation, most had good time management, and there was a significant relationship between work motivation and time management ($p = 0.000$; $r = 0.777$), with a strong and positive relationship. The hospital is advised to maintain and increase nurses' motivation through rewards, career development, training, effective supervision, and a conducive work environment, and to provide time-management training regularly. Nurses are encouraged to keep improving their motivation and time management by setting work priorities, preparing effective schedules, and using time optimally.

DECLARATIONS

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